



**International Relief and Development
Humanitarian Assistance to Iraq – Fallujah
Annual Performance Report**

Name of Agency:	International Relief and Development (IRD)
Contact in the Field:	John Kilkenny Acting Chief of Party, Iraq Ainkawa, Erbil Office Phone: +873 763 468240 +3248-445-1506 jj_kilkenny@yahoo.co.uk
Contact at Headquarters:	Elsie Tama Chief Technical Officer International Relief and Development 1621 N. Kent Street, 4 th Floor Arlington, VA 22209 Tel: (703) 248-0161 Etama@ird-dc.org
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Project Summary

Goal

The goal of the Fallujah project is reduced suffering through the provision of basic household items, increased employment opportunities, improved access to basic healthcare services and empowered community members who have the capacity to identify local needs and implement local solutions.

Objectives / Beneficiary Data

1. Provision of household starter kits / water via tanker truck to 3,500 families (21,000 persons)
2. Establishment of seven mobile medical units serving 20,000 individuals and the rehabilitation of two PHC sub-units in rural areas surrounding Fallujah
3. Income Generation activities creating 30,000 person days of short-term employment for 100 families (700 persons)
4. Establishment of representative Community Action Groups to provide for the identification and implementation of 20 community empowerment projects serving up to 20,000 beneficiaries

Total Targeted Beneficiaries: 61,700

Summary of Project Indicators

Objectives	Beneficiary Data			Avg. \$ Expend. / Ben.		Employee Days	
	Target	1 st Qtr.	Cum.	1 st Qtr.	Cum.	1 st Qtr.	Cum.
Hum. Support	21,000	0	0	0	0	0	0
Mobile Med.	20,000	7,645	7,645	2.20	2.20	700	700
PHC Rehab.	0	0	0	0	0	0	0
Income Gen.	700	135	135	735.00	735.00	6,600	6,600
Com. Based.	20,000	0	0	0	0	0	0
Total	61,700	7,780	7,780	-	-	7,300	7,300

Summary of Financial Indicators

\$US Total Budget	\$US Expended*	\$US Remaining Balance
\$2,076,190	\$240,157	\$1,836,033

*Expenses are based on IRD provisional indirect cost rate for the period.



Project Overview

Introduction

It is estimated nearly 100% of the more than 250,000 residents of Fallujah displaced as a result of military operations in November 2004 have returned. MNF-I continues to maintain a heavy presence in the city with an estimated 5,000 U.S. Marines and some 4,000 Iraqi troops. Despite dramatic improvements in the security situation inside Fallujah, many nearby areas, including Ramadi, Haditha, and Al Qu'aim, have witnessed increased insurgent activities and targeted U.S. military responses. As a result, travel to Fallujah and nearby areas remains extremely limited. For the most part the city remains sealed to all but Fallujah residents. Entry requires special badges with a retina scan and finger print and, even with the badge, can take from 45 minutes to several hours.

Although MNF-I reconstruction and rehabilitation of infrastructure and public buildings is moving forward and having a visual impact on Fallujah, hundreds of private homes and businesses remain in disrepair. Much of the southern most parts of the city remain "a virtual wasteland."¹ More than \$200 million has been allocated through the Commanders Emergency Reconstruction Program (CERP) towards the effort. Still, the poorest communities before military operations are still today the sectors without sufficient housing, healthcare services, water and sewage systems or income generation opportunities.

In general residents of Fallujah remain extremely suspicious of outsiders. Local contractors working with MNF-I or the INGO community are often fearful of disclosure of relations and must therefore maintain a low-key presences. Bureaucratic interference in or reluctance to provide support to INGO projects has stymied the reconstruction effort. Until recently both U.S. forces and the INGO community had difficulty finding and then retaining contractors willing to work with them.

Nevertheless, insurgent activities have been greatly reduced. Reconstruction of public infrastructure is visibly progressing. Relations between residents in Fallujah and the military have improved enormously as witnessed by the number of community and religious leaders working in cooperation with the Civil Military Operation Center (CMOC) in Fallujah. There were fewer incidents in the month of September than at any other time since the military operations of 2004.²

Progress Updates

For the project, these developments are positive and will certainly contribute to the more recent but steady advance towards activity implementation. Although quantitative progress towards objectives has been somewhat limited, as discussed above Fallujah is an extremely challenging environment for INGOs to operate in, for cultural as much as security reasons. The governorate of Al Anbar in general and cities along the Euphrates in particular remains perhaps the most difficult environment in Iraq to operate in.

Nevertheless, measurable progress has been made. Mobile Medical Units have screened more than 7,600 patients and vaccinated nearly 6,000 females and children under five in hard hit areas inside Fallujah and in the more isolated surrounding rural areas. Income Generation activities have employed more than 130

¹ Garrels, A. (2005, September 29). Fallujah: After the Counter-Insurgency. *National Public Radio, All Things Considered*. Retrieved October 13, 2005 from www.npr.org.

² Garrels, A. (2005, October 1). Fallujah Tries to Rebuild Amid Turmoil. *National Public Radio, Weekend Edition*. Retrieved October 13, 2005 from www.npr.org.



laborers generating 6,600 Employee Days. Because participants are the sole breadwinners of their families, the activity thus far has indirectly benefited approximately 1,000 persons (average of 710 members per family).

Most importantly perhaps is the progress made in organizing Community Action Groups (CAG). There have been some adjustments to this pilot activity (see below), unique for its approach to developmental relief. But the fundamentals remain. Thus far nascent CAGs headed by local sheiks and Imams have identified twelve projects that will impact some of the hardest hit communities inside Fallujah or in nearby rural communities.

Problems Encountered

As the following report shows implementation of nearly all activities other than Income Generation have been delayed. Some proposed activities have been slightly modified and objectives adjusted in response to unexpected situations on the ground. The CMOC took on some of the projects proposed by IRD. The health program encountered unanticipated problems with government officials. Distribution of humanitarian assistance (household starter kits) was delayed because IRD did not have sufficiently strong relations with local religious and community leaders required to effectively implement the activity.

In some cases however, management structures put in place at the beginning of the project proved ineffective and have in some ways contributed to an overall lag in progress towards objectives. The regional program manager for the project was set-up in Baghdad rather than Fallujah for security reasons. Forced to operate from outside Fallujah, the program manager was prevented from being regularly involved in the day-to-day operations, to provide leadership when activities lagged and to be available to meet with local government officials, religious leaders and project site managers when necessary.

Moreover, some problems were encountered with the Fallujah staff selected to manage the activities implemented in Fallujah city. Although they're movement in the district of Fallujah for the most part remains unrestricted, heightened security measures (retina scanned ID cards) have prevented all but one of them from entering the city since June 2005. Since the regional program manager was essentially dependent on this team to implement the activities and monitor and evaluate progress, this set the project back considerably. For nearly three months activities inside Fallujah were managed indirectly through contacts within the city.

The system of managing finances has not worked especially well for the project. Income generation activities require the movement of considerable amounts of cash. The issue of security has been of great concern to IRD since the beginning of the project. In order to minimize vulnerability, increased security measures were put in place while at the same time the amount of funds transferred kept low. As a result, some projects have been delayed since payments had to be staggered over a period of several days.

Action Taken

Although each problem encountered is receiving due attention, IRD will give priority to getting the humanitarian assistance / water tankering activity implemented effectively and efficiently. With the support and participation of local sheiks, Imams and government officials, IRD is organizing a finalized list of items, areas and beneficiaries targeted. A warehouse for the items is being prepared and staff to support the distribution of humanitarian assistance items organized. The regional program manager is working closely with local water officials to monitor additional water tankering needs.



The management issue is being addressed. A capable team with full access to Fallujah, to include a health program manager with experience working in the Iraqi healthcare system, is being organized, their roles and responsibilities clarified. The regional program manager has implemented an effective communications strategy that includes regular visits in Baghdad with the Fallujah team plus daily communications via Internet (Satellite and cell phone connections were often disrupted). Both the regional program manager and Fallujah team leader are making regular visits to IRD headquarters in Erbil. The changes have resulted in significant improvements in communication.

IRD in Baghdad has recently hired a new finance officer that will work directly on the Fallujah project. The addition to the management structure will result in more effective and efficient management of project finances thereby lessening delays related to payments. The amount available for transfer to Fallujah has been increased significantly reducing the number of trips and as well as delays in payments. Additionally, IRD will be contracting out the transfer of cash to an independent service to minimize risk. Finally, plans are underway to utilize a check payment system which may significantly reduce the number of cash transfers and improve the efficiency of the operation.

Project Outlook

Overall, the project, though experiencing some challenges and delays, is still feasible and, considering the lack of INGO activity going on in Fallujah, worth purposefully pursuing. As discussed below, minor changes have been made to some of the proposed activities. However, the original objectives remain. IRD is confident that the level of progress made thus far, albeit more qualitative than quantitative, reflects the inherent challenges working inside Fallujah and the need to adapt to the situation on the ground.

It was expected that establishing relations, building confidence and trust would take time in Fallujah. In this regard the project has made significant progress. Strong relations with local community and religious leaders will be the strength on which further movement is made towards achieving project objectives. IRD is confident the next quarter will witness specific achievements, including:

- ✓ ***Objective 1: The bulk of humanitarian assistance will be delivered***
- ✓ ***Objective 2: Mobile Medical Units will be operating; Primary Healthcare Center projects will be in the implementation phase***
- ✓ ***Objective 3: Income Generation activities will continue on-track; the focus of activity will shift from clean-up / cash-for-work to activities with sustainable environmental impact***
- ✓ ***Objective 4: Community Action Groups: Physical work on 10-12 proposed projects currently in development stage will be underway; additional projects will be identified***



Project Performance Overview by Objective

Objective 1: Provision of Household Starter Kits for 3,500 vulnerable families

Progress Indicators				
Task	Timeline		Status	Comments / Adjustments
	Start	End		
Needs assessment conducted	Jul 01	Aug 15	Completed	-
Humanitarian items selected for package list	Aug 15	Aug 30	Delayed	End date Nov 15
Distribution center rented, staff hired	Aug 15	Aug 30	Cancelled	-
Water tanker drivers and routes identified	Aug 15	Sep 15	Delayed	DOW meeting in Nov
Provision of water via tanker trucks completed	Aug 15	Nov 30	Delayed	-
Suppliers identified, contracts signed (relief)	Aug 30	Sep 15	Date revised	Start Oct 30
Items distributed to targeted beneficiaries	Sep 01	Oct 15	Date revised	Start Nov 15
Conducted final evaluation, impact assessment	Dec 01	Dec 30	Date revised	Start Jan 01

Success Indicators						
Activity / Targeted Beneficiaries	Outputs			Expected Outcome	Beneficiaries Reached	
	Item/Type	1 st Qtr.	Cum.		2 nd Qtr.	Cum.
Distribute relief items (household starter kits) to meet the needs of 3,500 vulnerable families (21,000 persons)	Blankets	0	0	Basic needs of vulnerable families met, sufficient to protect them from winter weather.	0	0
	Mattresses	0	0			
	Heaters	0	0			
	2kva Gen.	0	0			
	Cooking stove	0	0			
	Other	0	0			
Provision of water via tanker truck for 3,500 vulnerable families (21,000 persons)	Trucks rented	0	0	Minimum Sphere standard met.	0	0
	Storage units	0	0			
	Lt. water dist.	0	0			

Household Starter Kits

Problems Encountered: Progress was made in the initial weeks of the implementation phase. A basic needs assessment via interviews with vulnerable families and tribal and religious leaders was conducted. The data was utilized to create a household starter kit of humanitarian items as originally proposed. However, based on the results of the final needs assessment and input from the Fallujah committee of sheiks, it was determined distributing household starter kits to 3,500 families is not feasible: it would render the impact minimal as funding would support only the most basic items in limited number.

Action Taken: The project resolved it would be more effective and the impact much greater if more items were distributed to a smaller number of the most vulnerable families. The mayor's office and committee of sheiks support this position. As described in the proposal, a preferred package or list of humanitarian assistance items will be drawn up and "Indefinite Quantity Supply Contracts" signed with suppliers in the Fallujah area. It is expected that beneficiaries will range from 1,500 to 2,000 families, down from the originally proposed 3,500. The criteria for receiving the humanitarian relief items will remain widowed or single parent households and those still living in tents, public buildings or abandoned structures.



Water Tankering

Problems Encountered: IRD proposed to monitor the need for the provision of adequate potable water through tankering inside Fallujah in underserved areas. At the time the activity was suggested, the Civil Military Operations Center (CMOC) in Fallujah was unable to support tankering in the southern sectors of the city. IRD agreed to support it as part of the integrated humanitarian assistance intervention (household starter kits) and income generation activities. The CMOC later found funding for the activity. Another INGO also intervened and supported water tankers and rehabilitated 2 compact water treatment units feeding 2 of the targeted sectors.

Action Taken: Support for water tankering in the southern areas may be required in the future. In August the CMOC ceased supporting it and the INGO cut back on coverage area. IRD is monitoring the situation closely and will work with local water officials to identify contractors and organize a distribution route if the need arises.

Objective 2: Establish seven Mobile Medical Units serving 20,000 individuals and rehabilitate two Primary Healthcare Center sub-units in rural areas surrounding Fallujah

Progress Indicators				
Task	Timeline		Status	Comments / Adjustments
	Star	End		
Met with DOH and secured approval of activities	Jun 01	Jun 15	Completed	-
Signed MOU with DOH – 4 MMU teams	Jun 15	Jun 30	Completed	Revised to 7 MMU
Signed MOU with DOH – 2 PHC rehab	Jun 15	Jun 30	Dates revised	MOH meeting in Oct
Procured/equipped 4 MMU (vehicles)	Jun 15	Jun 30	Completed	Revised to 7 MMU
Procured/equipped 3 static health caravans	Jul 01	Aug 30	Cancelled	Replace with MMUs
Signed contract for rehabilitation of 2 PHCs	Aug 30	Sep 15	Cancelled	Replace with 1 PHC
Supported MMU teams for 6 months	Jul 01	Mar 15	Dates revised	Temporarily stopped
Turned over 3 static health caravans to DOH	Oct 01	Oct 15	Cancelled	Replace with MMU
Turned over 2 rehabilitated PHCs to DOH	Dec 30	Jan 15	Cancelled	1 PHC completed Dec
Conducted final evaluation, impact assessments	Mar 15	May 01	Dates revised	-

Success Indicators						
Activity / Targeted Beneficiaries	Outputs			Expected Outcome	Beneficiaries Reached	
	Item/Type	1 st Qtr.	Cum.		1 st Qtr.	Cum.
Establish 7 MMUs to meet the needs of 20,000 individuals, including screenings/vaccinations.	Females	2,534	2,534	Increased vaccination coverage by 100% for targeted population	7,645	7,645
	Child < 5	3,216	3,216			
	Total Vaccines	5,750	5,750			
	Total Screened	7,645	7,645			
Rehabilitate 2 PHCs serving the needs of 12,000 individuals	PHCs rehab.	0	0	Established access to PHC services for 12,000 persons.	0	0
	m2 space added	0	0			



Mobile Medical Units

Achievements: Considerable progress was made in the first month of the project. Mobile Medical Unit (MMU) staff members were organized and intervention areas agreed on in coordination with the Directorate of Health (DOH), Ramadi. Seven MMUs were launched on June 1st, six of them operating in rural areas in Fallujah district and one team in the Shuhada sector of southern Fallujah city. After four weeks of operation, approximately 7,645 children below the age of five and females were screened and vaccinated.

Problems Encountered: The MMU activity was suspended the first week of July after problems with the DOH, Ramadi were encountered. First, the DOH apparently did not understand the MMUs would be utilizing medicines and vaccines from the DOH system. When the DOH realized its stocks were being drawn down for the program, they requested IRD provide its own medicines and vaccines which IRD cannot do. Second, the manager of a privately owned local clinic in Fallujah district, ostensibly selling the same medicines and vaccines provided through the MMUs, generated rumors in the DOH that IRD was somehow affiliated with MNF-I and/or serving as spies in the Fallujah area. Finally, there was a misunderstanding between IRD and the DOH, Ramadi. The DOH provided verbal approval for the activity but did not follow up with an official document of support as IRD expected.

Action Taken: Without the complete support of the DOH, the activity cannot move forward. Initial discussions with the DOH ended with a request for IRD to provide documentation from the Ministry of Health (MOH), Baghdad showing support for IRD activities. IRD has implemented numerous health programs and has strong relations with the MOH. A new health program manager from Fallujah (a very important prerequisite) with experience working with the DOH, Ramadi was recently hired. IRD will meet with MOH and DOH officials in October to resolve the issue. Subject to achieving the appropriate approval IRD expects to have the MMUs operational, again with six targeting rural areas in Fallujah district and one MMU operating in Fallujah city.

Primary Healthcare Centers

Problems Encountered: IRD has been informed that MNF-I has plans to rehabilitate the two proposed PHC sub-units, Al Khaldiya and Al Methuka. After learning of this, IRD investigated other options for PHC rehabilitation. Because MNF-I has already allocated funding for the rehabilitation/construction of PHCs and PHC sub-units in Fallujah, only rural areas in the district were considered.

Eastern Husaibah is a rural community approximately 45 km. outside Fallujah towards Ramadi. The village and nearby communities have an estimated 5,600 residents. The community of villages is situated along the Euphrates in an area that is often witness to military operations in nearby Ramadi and the suburban areas of Fallujah. There are no healthcare facilities in the Husaibah area. A local landowner is willing to donate land dedicated to the construction of a PHC sub-unit in the area.

Checkpoints prevent timely access to either city or nearby villages with functional PHCs. When MNF-I closes access to either city, which is frequent and for extended time periods, residents are isolated between Ramadi and Fallujah, unable to access either city's health facilities or leave the immediate area. There have been reported incidents of residents not getting emergency medical attention as a result the MNF-I activities.

Action Taken: The project is considering construction of an emergency sub-unit in this area. Formal discussions with the DOH, Ramadi and MOH, Baghdad are expected in October. Moving forward with the project is dependent on feedback from both government organizations. IRD expects to have either



this project or an alternative(s) identified as a replacement for the originally proposed sub-units by mid-November at which point a formal request for approval from OFDA will be submitted.

Objective 3: Support Income Generation activities creating 30,000 person days of short-term employment for 100 families

Progress Indicators				
Task	Timeline		Status	Comments / Adjustments
	Start	End		
Identify self-reliance income generation projects	Jun 15	Jun 30	Delayed	Continuing discussions
Signed MOU with Municipality/Irrigation Dept.	Jun 15	Jun 30	Completed	-
Hired management staff, Public Works Projects	Jun 30	Jul 15	Completed	-
Selected CAG/Self Reliance Income Projects	Jul 15	Jul 30	Delayed	Complete in Oct
Trash Collection & Ruble Clearance completed	Jul 15	Oct 15	Ongoing	1 project completed
Constructed 100 garbage collection points	Jul 15	Nov 01	Dates revised	
Drainage Clearance projects completed	Jul 15	Mar 15	Ongoing	1 project completed
Implemented CAG/Self Reliance Income Projects	Oct 15	Mar 30	Delayed	Groups not organized
Conducted final evaluation, impact assessments	Mar 30	May 01	-	-

Success Indicators						
Activity / Targeted Beneficiaries	Outputs			Expected Outcome	* Beneficiaries: EDG / Persons	
	Item/Type	1 st Qtr.	Cum.		1 st Qtr.	Cum.
Trash/rubble clearance generating 10,000 employee days (300 persons); const. 100 garbage collection points	m2 removed	23,000	23,000	**10,000 families have access to a garbage collection point.	5,900 / 100	5,900 / 100
	Collection points const.	0	0			
Irrigation channel clearance generating 10,000 employee days (300 persons)	m2 removed	11,200	11,200	Increased to full operational capacity (400m2/hr); Increased donums irrigated by X %	700 / 35	700 / 35
	km channel cleared	12	12			
Self-reliance income generation generating 10,000 employee days (100 persons)	Projects implemented	0	0	100 members of widowed households will be employed	0 / 0	0 / 0
	Other	0	0			

* Employee Days Generated / Number of Persons Employed. Persons are direct beneficiaries, participants of income generation activities. It should be noted the program has a considerable number of indirect beneficiaries calculated by multiplying the number of persons employed through the program by 7, the average size of a household in the targeted area. Indirect beneficiaries would also include residents in areas cleaned as well as residents benefiting from use of irrigation channels (currently undetermined).

** Estimated 100 families per collection point.

Achievements: The first phase of the Public Works Program in Fallujah city, Trash Collection and Rubble Clearance Program launched at the end of June was completed in the first quarter. Thus far, the program has resulted in the collection and removal of more than 23,300 cubic meters of garbage and debris (rubble from bombed structures) from 6 of the hardest hit sectors in Fallujah: Al Jolan, Nazal, Al Shuhala, Al Jubail, Al Ba'ath, and Al Sinae. The clean-up campaign was notable for its visibility and quick impact as well as the high number of people employed. To date approximately 100 workers have generated 5,900 employee days. Future Trash Collection and Rubble Clearance activities will focus on



construction of garbage collection points and the “Keep Your City Clean” campaign described in the proposal (see “Program Highlights” section below).

Towards the end of the quarter IRD launched the Drainage Clearance Program in Al Kharma, a rural farming community approximately 40 km southwest of Fallujah. Twelve km of irrigation channel have been cleared by 35 laborers, mostly the farmers or beneficiaries of the cleaned channels. As a result of the activity the channel is now flowing at 100% capacity. Farmers expect to irrigate additional donums of land and increase their cultivation coverage area in the future. The activity generated approximately 700 employee days. Additional Drainage Clearance activities are planned in nearby rural areas.

Problems Encountered: Organizing and implementing basic clean-up type income generation activities has been relatively straightforward and uncomplicated. Other proposed components of the Income Generation program are proving more challenging and time consuming. No progress has been made on either the School Rehabilitation Program or Self-Reliance Income Generating Activities Program.

School rehabilitation programs are being covered through the CMOC with CERP funding and will not be covered by IRD. Self-Reliance type projects have not been developed as envisaged in the proposal. The concept of organizing ‘community action groups’ in Dallujah where ‘community action’ or ‘mobilization’ is considered the responsibility of the Imams and sheiks whose judgment and decisions the locals trust and respect. It is more realistic to define the community action groups as committees of sheiks and / or Imams.

Action Taken: IRD has determined it is both more appropriate and feasible to work through the Fallujah committees of sheiks and Imams to develop Self-Reliance Income Generation Activities. IRD has already received support from these groups on the implementation of the humanitarian assistance program. Discussions on how to move forward with the newly defined Self-Reliance activities will be held in November. Although delayed and with minor adjustments as to how they will be implemented, the activities will achieve the original objectives and expected outcomes.

Objective 4: Establish Community Action Groups to provide for the identification and implementation of 20 community empowerment projects serving up to 20,000 beneficiaries

Progress Indicators				
Task	Timeline		Status	Comments
	Start	End		
Organized CAGs, prioritized community needs	Jun 15	Jul 15	Delayed	Start in Oct
Signed MOU with municipality for CAG projects	Jul 15	Aug 01	Delayed	Complete Dec 01
Signed contracts for CAG projects	Aug 01	Aug 30	Delayed	Complete Dec 15
Conducted mid-term project assessments (CAG)	Jan 01	Jan 30	-	-
Conducted water quality testing (water projects)	Feb 01	Mar 15	-	-
Turned over water projects to DOW	Mar 01	Mar 30	-	-
Completed final evaluation, impact assessments	Mar 15	Apr 30	-	-



Success Indicators						
Activity / Targeted Beneficiaries	Outputs			Expected Outcome	Beneficiaries Reached	
	Item/Type	1 st Qtr.	Cum.		1 st Qtr.	Cum.
Increase access to potable water for 140,000 individuals in Fallujah and surrounding areas	Pumps installed	0	0	Yield per beneficiary increased on average 40%	0	0
	Pumps rehabilitated	0	0			
	Employee Days	0	0			
Clear irrigation channels and repair pumping stations in rural areas near Fallujah	m3 debris/silt removed	0	0	Discharge increased on average 50% ; X amount of donums brought under irrigation	0	0
	Pumps installed	0	0			
	Pumps rehabilitated	0	0			

Problems Encountered: Although a timeline and indicators for this objective were not outlined in the proposal, it was expected that most of the planned Community Action Groups (CAG) would be organized and have projects identified by the end of the first quarter. Organizing the CAGs has been hampered by the slow pace of forming relations with Imams and sheiks to support the activity, many of whom were originally reluctant to work with INGOs. Many were initially concerned doing so would attract undue attention or present a threat to those involved. And, as is the case with the Self-Reliance Income Generation Activities described above, community action or mobilization is not possible without the support of these groups.

Action Taken: There are signs these attitudes are changing. As a result of IRD supported Income Generation activities and through diligent development of relations with Imams and sheiks, steps have been made towards improved relations. IRD recently received support from the Fallujah Committee of sheiks for the implementation of the Humanitarian Assistance Program (Objective 1). The project team is organizing nascent community action groups with these leaders involved. A preliminary list of potential community based projects has been developed (outlined below).

Although it is taking time to move from concept to action, from prioritization of needs to implementation, the original intent of the objective, community action groups empowered as stakeholders in local projects, is coming to fruition. Some groups have already submitted proposals though none have yet been considered feasible by IRD. IRD staff plan to work more closely with the groups to develop project proposals as well as their capacity to implement and manage the projects. The activities sought are those that address needs of vulnerable populations while developing a sense of empowerment and community action as originally proposed.



Community Projects Identified to Date			
Increased Access to Potable Water	Location	Expected Outcome	Beneficiaries
Al Saqlawiya water sub-station	Saqlawiya	Increased output to 200m3/hr (40%)	13,500
Al Rumaliah water sub station	Saqlawiya	Increased output to 250,000gal/hr (40%)	3,500
Al Shohada water sub-station 1	Fallujah	Increased output to 400m3/hr (80%)	70,000
Al Shohada water sub-station 2	Fallujah	Increased output to 60m3/hr (30%)	15,000
Al Resalah water sub-station	Fallujah	Increased output to 50m3/hr (50%)	15,000
Al Thowar water sub-station	Samiyah	Increased output to 60m3/hr (20%)	2,500
Al Amriyah water sub-station	Al Amriyah	Increased output to 200m3/hr (30%)	7,500
Fallujah hospital water sub-station	Fallujah	Increased output to 50m3/hr (70%)	900
Maohamed Sa'id water sub-station	Saqlawiya	Increased output to 100m3/hr (50%)	1,500
Irrigation System / Channels			
Al Hamra irrigation channel	Al Garma area	Increased to full capacity 250lt/sec	1,650
Al Garma channel No. 24	Al Garma area	Increased to full capacity 1000lt/sec	3,200
Al Meshehaniyah channel	Al Garma area	Increased to full capacity 1000lt/sec	3,000



Project Highlights

Income Generation Program Generates Trust



Income generation programs target areas where garbage, debris, even bombed out cars are left to build up in the streets of Fallujah.

In Fallujah, finding employment is for many young men next to impossible. Even before military operations leveled much of the city, including most factories and businesses, unemployment was estimated as high as 70%.³ Nearly a year after the November 2004 operations, the reconstruction effort has visibly progressed and most municipal services are back on line. It is measured progress but certainly positive. And some believe Fallujah is now one of the safest cities in Anbar governorate. A poignant symbol of change since early 2004 is the willingness of sheiks and local contractors to work with the Marines at the Civil Military Operations Center.⁴

Still, unemployment remains high, wages extremely low. Insurgent activities have not been eliminated. The city is all but sealed to Fallujah residents. If they leave the city and wish to return they must now be able to present a badge that contains a retina scan, finger print and photo. Movement inside the city, particularly in the southern, worst hit areas, is still potentially life threatening. There is still a very limited degree of trust between the sheiks, the community leaders and the Marines. It is not particularly helpful that the majority of the Iraqi soldiers working alongside the Marines are either Kurds or Shiites.

Unemployment in this scarred, war torn city with such limited mobility poses a threat to the progress being made. The IRD Income Generation project inside Fallujah has helped make earning a living a reality for more than 100 residents from 6 of the hardest hit southern sectors of Fallujah. Although comprising only a small fraction of the total unemployed, the objective is not merely to employ people but to develop relations with the local population, discover additional needs, even training opportunities and self-reliant income generating activities. Working inside Fallujah requires the acceptance and trust of the locals, religious leaders and government officials. Since income generation projects are relatively easy to organize, have an immediate and visual impact, and benefit a large number of people in the targeted community, the project sought to use this activity to stimulate dialogue, to develop acceptance and trust by showing results and having meaningful impact.

³ Mortenson, D. (2004, April 1). Marines Startled by Deaths but Remain Determined. *North County Times*. Retrieved October 13, 2005 from <http://www.nctimes.com>

⁴ Johnson, K. (2004, April 5). Fallujah Leaders Set Defiant Tone. *USA Today*. Retrieved October 13, 2005 from <http://www.usatoday.com>. Contrast this with the articles cited above by Anne Garrels on her recent visit to Fallujah in September 2005.



The approach worked. The project was initially limited to only 1 sector and with minimal participation. In time, IRD was able to develop strong relations with Imams, sheiks and government officials, laying a foundation of trust upon which to build from. The project was eventually expanded to included 6 sectors in both the northern and southern areas of Fallujah, essentially following the economic divide of wealthy north, unemployed and bombed out south. And it is now possible for IRD to begin shifting away from clean-up programs to more creative and potentially sustainable income generation opportunities.



Participants of the income generation program in Al Jolan sector of Fallujah clear rubble from streets and public areas to make way for reconstruction of new homes and businesses

For the income generation project, men tend to be young, between the ages of 19 and 25 and are often the sole breadwinners for households of 7 to 10 family members. That means some 700 to 1,000 of the most vulnerable from some of Fallujah's most devastated sectors have indirectly benefited from the program thus far. That those being employed are young men is important. The concern among many of Fallujah's Imams and Sheiks and US Marine commanders alike is that young, unemployed and frustrated men are vulnerable to insurgent propaganda and recruitment.



Income generation teams have removed more than 23,000 cubic meters of garbage, debris and rubble from the war-torn sections of Fallujah

To date, the program has generated nearly 6,000 "Employee Days" and resulted in more than 23,000 cubic meters of garbage and debris removed from streets, alleys, parks and mosque areas. Nevertheless, organizing and implementing the program has not been without incident. Many residents were nervous about participating in the program out of fear of retaliation from insurgents against them or their families. Some believed all programs in Fallujah are funded or somehow controlled by the Marines. It took IRD weeks to convince both the participants and municipality officials otherwise.

Not only does the program now have willing participants, it has the support of municipality officials. In fact the municipality recently purchased new garbage collection trucks and dumpsters. To show the community that



municipality officials sanctioned the activities of IRD, 20 of the 100 dumpsters purchased were given to IRD to distribute. Distribution to the various sectors required coordination with religious leaders which further strengthened the legitimacy of the IRD activity as trustworthy and purely humanitarian.

As a result of the increased level of trust, the organization of more income generation activities other than garbage collection and removal of debris is possible. IRD has utilized strong relations with municipal officials and religious leaders to generate momentum on the proposed community action groups and self reliant income generation activities. The success of the income generation program goes beyond the number of employee days generated or cubic meters of trash removed. It has as much to do with what it will enable in the future, how it builds self-esteem and relations between outsiders, between humanitarian organizations and the people of Fallujah.